

Facsimile Transmittal

U. S. Department of Housing
and Urban DevelopmentOffice of Department Grants
Management and OversightOMB Approval No. 2525-0118
exp. Date (5/30/2008)

1256072614-7832

* Name of Document Transmitting: CHDO TA 2009 - LISC NYC

1. Applicant Information:

* Legal Name: Local Initiatives Support Corporation (LISC)

* Address:

* Street1: 501 7th Avenue, 7th Floor

Street2:

* City: New York

County:

* State: NY: New York

* Zip Code: 10018

* Country: USA: UNITED STATES

2. Catalog of Federal Domestic Assistance Number:

* Organizational DUNS: 038218772

CFDA No.: 14.239

Title: HOME Investment Partnerships Program

Program Component:

CHDO TA

3. Facsimile Contact Information:

Department:

Division:

4. Name and telephone number of person to be contacted on matters involving this facsimile.

Prefix:

* First Name: Margaret

Middle Name:

* Last Name: Slane

Suffix:

* Phone Number: 212-455-9353

Fax Number: 212-557-1634

* 5. Email: mslane@lisc.org

* 6. What is your Transmittal? (Check one box per fax)

☐ a. Certification ☐ b. Document ☐ c. Match/Leverage Letter ☒ d. Other

* 7. How many pages (including cover) are being faxed?

1

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Grant Applications Detailed Budget

U.S. Department of Housing
and Urban Development

OMB Approval No. 2501-0017
(expires 01/31/2008)

* Organization Name: Local Initiatives Support Corporation (LISC)

* Project/Activity Name: CHDO TA - LISC NYC

Functional Categories									
Year 1: <input checked="" type="checkbox"/> Year 2: <input type="checkbox"/> Year 3: <input type="checkbox"/> All Years : <input type="checkbox"/>									
	Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7	Column 8	Column 9
	HUD Share (\$)	Applicant Match (\$)	Other HUD Funds (\$)	Other Fed Share (\$)	State Share (\$)	Local/Tribal Share (\$)	Other Share (\$)	Program Income (\$)	Total (\$)
a. Personnel (Direct Labor)									
b. Fringe Benefits									
c. Travel									
d. Equipment (only items > \$5,000 depreciated value)									
e. Supplies (only items < \$5,000 depreciated value)									
f. Contractual									
g. Construction									
1. Administration and Legal Expenses									
2. Land, Structures, Rights-of-Way, Appraisals, etc.									
3. Relocation Expenses and Payments									
4. Architectural and Engineering Fees									
5. Other Architectural and Engineering Fees									
6. Project Inspection Fees									
7. Site Work									
8. Demolition and Removal									
9. Construction									
10. Equipment									
11. Contingencies									
12. Miscellaneous									
h. Other Direct Costs									
i. Subtotal of Direct Costs									
j. Indirect Costs (% Approved Indirect Cost Rate: <input type="text"/> %)									<input type="text"/>
Grand Total (Year <input type="text"/> 1):									<input type="text"/>
Grand Total (All Years):									<input type="text"/>

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form HUD-424-CB (1/2004)

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Grant Applications Detailed Budget

U.S. Department of Housing and Urban Development

OMB Approval No. 2501-0017
(expires 01/31/2008)

* Organization Name: Local Initiatives Support Corporation (LISC)

* Project/Activity Name: CHDO TA - LISC NYC

Functional Categories									
Year 1: <input type="checkbox"/> Year 2: <input checked="" type="checkbox"/> Year 3: <input type="checkbox"/> All Years : <input type="checkbox"/>									
	Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7	Column 8	Column 9
	HUD Share (\$)	Applicant Match (\$)	Other HUD Funds (\$)	Other Fed Share (\$)	State Share (\$)	Local/Tribal Share (\$)	Other Share (\$)	Program Income (\$)	Total (\$)
a. Personnel (Direct Labor)									
b. Fringe Benefits									
c. Travel									
d. Equipment (only items > \$5,000 depreciated value)									
e. Supplies (only items < \$5,000 depreciated value)									
f. Contractual									
g. Construction									
1. Administration and Legal Expenses									
2. Land, Structures, Rights-of-Way, Appraisals, etc.									
3. Relocation Expenses and Payments									
4. Architectural and Engineering Fees									
5. Other Architectural and Engineering Fees									
6. Project Inspection Fees									
7. Site Work									
8. Demolition and Removal									
9. Construction									
10. Equipment									
11. Contingencies									
12. Miscellaneous									
h. Other Direct Costs									
i. Subtotal of Direct Costs									
j. Indirect Costs (% Approved Indirect Cost Rate: <input type="text"/> %)									
Grand Total (Year <input type="text"/> 2):									
Grand Total (All Years):									

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form HUD-424-CB (1/2004)

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Grant Applications Detailed Budget

U.S. Department of Housing
and Urban Development

OMB Approval No. 2501-0017
(expires 01/31/2008)

* Organization Name: Local Initiatives Support Corporation (LISC)

* Project/Activity Name: CHDO TA - LISC NYC

Functional Categories									
	Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7	Column 8	Column 9
	HUD Share (\$)	Applicant Match (\$)	Other HUD Funds (\$)	Other Fed Share (\$)	State Share (\$)	Local/Tribal Share (\$)	Other Share (\$)	Program Income (\$)	Total (\$)
a. Personnel (Direct Labor)									
b. Fringe Benefits									
c. Travel									
d. Equipment (only items > \$5,000 depreciated value)									
e. Supplies (only items < \$5,000 depreciated value)									
f. Contractual									
g. Construction									
1. Administration and Legal Expenses									
2. Land, Structures, Rights-of-Way, Appraisals, etc.									
3. Relocation Expenses and Payments									
4. Architectural and Engineering Fees									
5. Other Architectural and Engineering Fees									
6. Project Inspection Fees									
7. Site Work									
8. Demolition and Removal									
9. Construction									
10. Equipment									
11. Contingencies									
12. Miscellaneous									
h. Other Direct Costs									
i. Subtotal of Direct Costs									
j. Indirect Costs (% Approved Indirect Cost Rate: <input type="text"/> %)									<input type="text"/>
Grand Total (Year <input type="text" value="3"/>):									<input type="text"/>
Grand Total (All Years):									<input type="text"/>

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form HUD-424-CB (1/2004)

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Grant Applications Detailed Budget

U.S. Department of Housing and Urban Development

OMB Approval No. 2501-0017
(expires 01/31/2008)

* Organization Name: Local Initiatives Support Corporation (LISC)

* Project/Activity Name: CHDO TA - LISC NYC

Functional Categories									
Year 1: <input type="checkbox"/> Year 2: <input type="checkbox"/> Year 3: <input type="checkbox"/> All Years : <input checked="" type="checkbox"/>									
	Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7	Column 8	Column 9
	HUD Share (\$)	Applicant Match (\$)	Other HUD Funds (\$)	Other Fed Share (\$)	State Share (\$)	Local/Tribal Share (\$)	Other Share (\$)	Program Income (\$)	Total (\$)
a. Personnel (Direct Labor)	282,344.00								282,344.00
b. Fringe Benefits	84,703.00								84,703.00
c. Travel									
d. Equipment (only items > \$5,000 depreciated value)									
e. Supplies (only items < \$5,000 depreciated value)									
f. Contractual									
g. Construction									
1. Administration and Legal Expenses									
2. Land, Structures, Rights-of-Way, Appraisals, etc.									
3. Relocation Expenses and Payments									
4. Architectural and Engineering Fees									
5. Other Architectural and Engineering Fees									
6. Project Inspection Fees									
7. Site Work									
8. Demolition and Removal									
9. Construction									
10. Equipment									
11. Contingencies									
12. Miscellaneous									
h. Other Direct Costs									
i. Subtotal of Direct Costs	367,047.00								367,047.00
j. Indirect Costs (% Approved Indirect Cost Rate: 22.60%)									82,953.00
Grand Total (Year All):									450,000.00
Grand Total (All Years):	Previous Year								

form HUD-424-CB (1/2004)

Applicant/Recipient Disclosure/Update Report

U.S. Department of Housing
and Urban Development

OMB Approval No. 2510-0011
(exp. 08/31/2009)

Applicant/Recipient Information

* Duns Number: 038218772

* Report Type: INITIAL

1. Applicant/Recipient Name, Address, and Phone (include area code):

* Applicant Name:

Local Initiatives Support Corporation (LISC)

* Street1: 501 7th Avenue, 7th Floor

Street2:

* City: New York

County:

* State: NY: New York

* Zip Code: 10018

* Country: USA: UNITED STATES

* Phone: 212-455-9353

2. Social Security Number or Employer ID Number: 133030229

* 3. HUD Program Name:

HOME Investment Partnerships Program

* 4. Amount of HUD Assistance Requested/Received: \$ 450,000.00

5. State the name and location (street address, City and State) of the project or activity:

* Project Name: CHDO TA 2009 - LISC NYC

* Street1: 501 7th Avenue, 7th Floor

Street2:

* City: New York

County:

* State: NY: New York

* Zip Code: 10018

* Country: USA: UNITED STATES

Part I Threshold Determinations

* 1. Are you applying for assistance for a specific project or activity? These terms do not include formula grants, such as public housing operating subsidy or CDBG block grants. (For further information see 24 CFR Sec. 4.3).

☒ Yes

☐ No

* 2. Have you received or do you expect to receive assistance within the jurisdiction of the Department (HUD), involving the project or activity in this application, in excess of \$200,000 during this fiscal year (Oct. 1-Sep. 30)? For further information, see 24 CFR Sec. 4.9

☒ Yes

☐ No

If you answered " No " to either question 1 or 2, **Stop!** You do not need to complete the remainder of this form.

However, you must sign the certification at the end of the report.

Part II Other Government Assistance Provided or Requested / Expected Sources and Use of Funds.

Such assistance includes, but is not limited to, any grant, loan, subsidy, guarantee, insurance, payment, credit, or tax benefit.

Department/State/Local Agency Name:

* Government Agency Name:

Department of Housing and Urban Development

Government Agency Address:

* Street1: 451 7th Street, SW

Street2:

* City: Washington

County:

* State: DC: District of Columbia

* Zip Code: 20410

* Country: USA: UNITED STATES

* Type of Assistance: See attached

* Amount Requested/Provided: \$ 0.00

* Expected Uses of the Funds:

See attached

Department/State/Local Agency Name:

* Government Agency Name:

Government Agency Address:

* Street1:

Street2:

* City:

County:

* State:

* Zip Code:

* Country:

* Type of Assistance:

* Amount Requested/Provided: \$

* Expected Uses of the Funds:

(Note: Use Additional pages if necessary.)

2880_NY_CHDO_attachment-2009

Add Attachment

Delete Attachment

View Attachment

Part III Interested Parties. You must decide.

1. All developers, contractors, or consultants involved in the application for the assistance or in the planning, development, or implementation of the project or activity and

2. Any other person who has a financial interest in the project or activity for which the assistance is sought that exceeds \$50,000 or 10 percent of the assistance (whichever is lower).

* Alphabetical list of all persons with a reportable financial interest in the project or activity (For individuals, give the last name first)	* Social Security No. or Employee ID No.	* Type of Participation in Project/Activity	* Financial Interest in Project/Activity (\$ and %)
Not Applicable	000000000	N/A	\$ 0.00 0.00 %
			\$ %
			\$ %
			\$ %
			\$ %

(Note: Use Additional pages if necessary.)

Add Attachment

Delete Attachment

View Attachment

Certification

Warning: If you knowingly make a false statement on this form, you may be subject to civil or criminal penalties under Section 1001 of Title 18 of the United States Code. In addition, any person who knowingly and materially violates any required disclosures of information, including intentional non-disclosure, is subject to civil money penalty not to exceed \$10,000 for each violation. I certify that this information is true and complete.

* Signature:

* Date: (mm/dd/yyyy)

Margaret Slane

10/20/2009

Application for Federal Assistance SF-424

Version 02

* 1. Type of Submission:

- ☐ Preapplication
☒ Application
☐ Changed/Corrected Application

* 2. Type of Application:

- ☒ New
☐ Continuation
☐ Revision

* If Revision, select appropriate letter(s):

* Other (Specify)

* 3. Date Received:

10/20/2009

4. Applicant Identifier:

5a. Federal Entity Identifier:

* 5b. Federal Award Identifier:

State Use Only:

6. Date Received by State:

7. State Application Identifier:

8. APPLICANT INFORMATION:

* a. Legal Name:

Local Initiatives Support Corporation (LISC)

* b. Employer/Taxpayer Identification Number (EIN/TIN):

133030229

* c. Organizational DUNS:

038218772

d. Address:

* Street1:

501 7th Avenue, 7th Floor

Street2:

* City:

New York

County:

* State:

NY: New York

Province:

* Country:

USA: UNITED STATES

* Zip / Postal Code:

10018

e. Organizational Unit:

Department Name:

Division Name:

f. Name and contact information of person to be contacted on matters involving this application:

Prefix:

* First Name:

Margaret

Middle Name:

* Last Name:

Slane

Suffix:

Title: Vice President, Grants & Contracts Management

Organizational Affiliation:

* Telephone Number:

212-455-9353

Fax Number:

212-557-1634

* Email:

mslane@lisc.org

Application for Federal Assistance SF-424

Version 02

9. Type of Applicant 1: Select Applicant Type:

M: Nonprofit with 501C3 IRS Status (Other than Institution of Higher Education)

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

* 10. Name of Federal Agency:

US Department of Housing and Urban Development

11. Catalog of Federal Domestic Assistance Number:

14.239

CFDA Title:

HOME Investment Partnerships Program

* 12. Funding Opportunity Number:

FR-5300-N-18B

* Title:

Community Development Technical Assistance (CD-TA) CHDO HOME

13. Competition Identification Number:

CHDO-18B

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

* 15. Descriptive Title of Applicant's Project:

Towards Sustainability: Empowering CHDOs to Green and Preserve Community Assets

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424

Version 02

16. Congressional Districts Of:

* a. Applicant

14

* b. Program/Project

Citywi

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

17. Proposed Project:

* a. Start Date:

01/01/2010

* b. End Date:

12/31/2012

18. Estimated Funding (\$):

* a. Federal

450,000.00

* b. Applicant

0.00

* c. State

0.00

* d. Local

0.00

* e. Other

0.00

* f. Program Income

0.00

* g. TOTAL

450,000.00

* 19. Is Application Subject to Review By State Under Executive Order 12372 Process?

☐ a. This application was made available to the State under the Executive Order 12372 Process for review on☐ b. Program is subject to E.O. 12372 but has not been selected by the State for review.☒ c. Program is not covered by E.O. 12372.

* 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes", provide explanation.)

☐ Yes☒ No

Explanation

21. *By signing this application, I certify (1) to the statements contained in the list of certifications** and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)

☒ ** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix:

* First Name:

Margaret

Middle Name:

* Last Name:

Slane

Suffix:

* Title:

Vice President, Grants & Contracts Management

* Telephone Number:

212-455-9353

Fax Number:

212-557-1634

* Email:

mslane@lisc.org

* Signature of Authorized Representative:

Margaret Slane

* Date Signed:

10/20/2009

Application for Federal Assistance SF-424

Version 02

*** Applicant Federal Debt Delinquency Explanation**

The following field should contain an explanation if the Applicant organization is delinquent on any Federal Debt. Maximum number of characters that can be entered is 4,000. Try and avoid extra spaces and carriage returns to maximize the availability of space.

DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C.1352

Approved by OMB

0348-0046

1. * Type of Federal Action: <input type="checkbox"/> a. contract <input checked="" type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	2. * Status of Federal Action: <input checked="" type="checkbox"/> a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	3. * Report Type: <input checked="" type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change
4. Name and Address of Reporting Entity: <input checked="" type="checkbox"/> Prime <input type="checkbox"/> SubAwardee * Name <input type="text" value="Local Initiatives Support Corporation (LISC)"/> * Street 1 <input type="text" value="501 7th Avenue, 7th Floor"/> Street 2 <input type="text"/> * City <input type="text" value="New York"/> State <input type="text" value="NY: New York"/> Zip <input type="text" value="10018"/> Congressional District, if known: <input type="text" value="14"/>		
5. If Reporting Entity in No.4 is Subawardee, Enter Name and Address of Prime: 		
6. * Federal Department/Agency: <input type="text" value="Department of Housing and Urban Developm"/>		7. * Federal Program Name/Description: <input type="text" value="HOME Investment Partnerships Program"/> CFDA Number, if applicable: <input type="text" value="14.239"/>
8. Federal Action Number, if known: <input type="text" value="FR-5300-N-18B"/>		9. Award Amount, if known: \$ <input type="text"/>
10. a. Name and Address of Lobbying Registrant: Prefix <input type="text"/> * First Name <input type="text" value="Barbara"/> Middle Name <input type="text"/> * Last Name <input type="text" value="Burnham"/> Suffix <input type="text"/> * Street 1 <input type="text" value="1825 K Street, NW Suite 1100"/> Street 2 <input type="text"/> * City <input type="text" value="Washington"/> State <input type="text" value="DC: District of Columbia"/> Zip <input type="text" value="20006"/>		
b. Individual Performing Services (including address if different from No. 10a) Prefix <input type="text"/> * First Name <input type="text" value="Barbara"/> Middle Name <input type="text"/> * Last Name <input type="text" value="Burnham"/> Suffix <input type="text"/> * Street 1 <input type="text"/> Street 2 <input type="text"/> * City <input type="text"/> State <input type="text"/> Zip <input type="text"/>		
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure. * Signature: <input type="text" value="Margaret Slane"/> * Name: Prefix <input type="text"/> * First Name <input type="text" value="Margaret"/> Middle Name <input type="text"/> * Last Name <input type="text" value="Slane"/> Suffix <input type="text"/> Title: <input type="text"/> Telephone No.: <input type="text" value="212-455-9353"/> Date: <input type="text" value="10/20/2009"/>		
Federal Use Only:		Authorized for Local Reproduction Standard Form - LLL (Rev. 7-97)

**Local Initiatives Support Corporation
Government Contracts Listing**

New York City

HUD Sec 4 FY07	\$	567,073	Grant
HUD Sec 4 FY08	\$	219,362	Grant
HUD CHDO FY06	\$	202,000	Cooperative Agreement
HUD CHDO FY07	\$	200,000	Cooperative Agreement
HUS CHDO FY08	\$	150,000	Cooperative Agreement
	\$	1,338,435	

Agencies

Agency Name
Department of Housing and Urban Development

Form 2880**Address**

451 7th Street, SW, Room 7142, Washington, D.C.
20410

Survey on Ensuring Equal Opportunity For Applicants

OMB No. 1890-0014 Exp. 2/28/2009

Purpose:

The Federal government is committed to ensuring that all qualified applicants, small or large, non-religious or faith-based, have an equal opportunity to compete for Federal funding. In order for us to better understand the population of applicants for Federal funds, we are asking nonprofit private organizations (not including private universities) to fill out this survey.

Upon receipt, the survey will be separated from the application. Information provided on the survey will not be considered in any way in making funding decisions and will not be included in the Federal grants database. While your help in this data collection process is greatly appreciated, completion of this survey is voluntary.

Instructions for Submitting the Survey

If you are applying using a hard copy application, please place the completed survey in an envelope labeled "Applicant Survey." Seal the envelope and include it along with your application package. If you are applying electronically, please submit this survey along with your application.

Applicant's (Organization) Name:	Local Initiatives Support Corporation (LISC)
Applicant's DUNS Name:	038218772
Federal Program:	Community Development Technical Assistance (CD-TA) CHDO HOME
CFDA Number:	14.239

1. Has the applicant ever received a grant or contract from the Federal government?

☒ Yes ☐ No

2. Is the applicant a faith-based organization?

☐ Yes ☒ No

3. Is the applicant a secular organization?

☒ Yes ☐ No

4. Does the applicant have 501(c)(3) status?

☒ Yes ☐ No

5. Is the applicant a local affiliate of a national organization?

☐ Yes ☒ No

6. How many full-time equivalent employees does the applicant have? (Check only one box).

☐ 3 or Fewer ☐ 15-50
☐ 4-5 ☐ 51-100
☐ 6-14 ☒ over 100

7. What is the size of the applicant's annual budget? (Check only one box.)

☐ Less Than \$150,000
☐ \$150,000 - \$299,999
☐ \$300,000 - \$499,999
☐ \$500,000 - \$999,999
☐ \$1,000,000 - \$4,999,999
☒ \$5,000,000 or more

Survey Instructions on Ensuring Equal Opportunity for Applicants

OMB No. 1890-0014 Exp. 2/28/2009

Provide the applicant's (organization) name and DUNS number and the grant name and CFDA number.

1. Self-explanatory.
2. Self-identify.
3. Self-identify.
4. 501(c)(3) status is a legal designation provided on application to the Internal Revenue Service by eligible organizations. Some grant programs may require nonprofit applicants to have 501(c)(3) status. Other grant programs do not.
5. Self-explanatory.
6. For example, two part-time employees who each work half-time equal one full-time equivalent employee. If the applicant is a local affiliate of a national organization, the responses to survey questions 2 and 3 should reflect the staff and budget size of the local affiliate.
7. Annual budget means the amount of money your organization spends each year on all of its activities.

Paperwork Burden Statement

According to the Paperwork Reduction Act of 1995, no persons are required to respond to a collection of information unless such collection displays a valid OMB control number. The valid OMB control number for this

information collection is **1890-0014**. The time required

to complete this information collection is estimated to average five (5) minutes per response, including the time to review instructions, search existing data resources, gather the data needed, and complete and review the information collection.

If you have any comments concerning the accuracy of the time estimate(s) or suggestions for improving this form, please write to: The Agency Contact listed in this grant application package.

ATTACHMENTS FORM

Instructions: On this form, you will attach the various files that make up your grant application. Please consult with the appropriate Agency Guidelines for more information about each needed file. Please remember that any files you attach must be in the document format and named as specified in the Guidelines.

Important: Please attach your files in the proper sequence. See the appropriate Agency Guidelines for details.

1) Please attach Attachment 1	CHDOTA -LISC NYC - Final for	Add Attachment	Delete Attachment	View Attachment
2) Please attach Attachment 2	CranstonGonzales.statement.pdf	Add Attachment	Delete Attachment	View Attachment
3) Please attach Attachment 3	HUD 2994-A Your Are Our Client	Add Attachment	Delete Attachment	View Attachment
4) Please attach Attachment 4	PassThroughStatement - No Pas	Add Attachment	Delete Attachment	View Attachment
5) Please attach Attachment 5	NYC_CHDO_2009_ CBW budget_fin	Add Attachment	Delete Attachment	View Attachment
6) Please attach Attachment 6	CHDO 2009 Admin Budget_final	Add Attachment	Delete Attachment	View Attachment
7) Please attach Attachment 7		Add Attachment	Delete Attachment	View Attachment
8) Please attach Attachment 8		Add Attachment	Delete Attachment	View Attachment
9) Please attach Attachment 9		Add Attachment	Delete Attachment	View Attachment
10) Please attach Attachment 10		Add Attachment	Delete Attachment	View Attachment
11) Please attach Attachment 11		Add Attachment	Delete Attachment	View Attachment
12) Please attach Attachment 12		Add Attachment	Delete Attachment	View Attachment
13) Please attach Attachment 13		Add Attachment	Delete Attachment	View Attachment
14) Please attach Attachment 14		Add Attachment	Delete Attachment	View Attachment
15) Please attach Attachment 15		Add Attachment	Delete Attachment	View Attachment

Towards Sustainability: Empowering CHDOs to Green and Preserve Community Assets

Local Initiatives Support Corporation (LISC)

LISC New York City, October 2009

Summary: LISC is applying for \$450,000 of CHDO TA funds to provide strategic and DIRECT TECHNICAL ASSISTANCE to CHDOs working in the following jurisdictions:

Jurisdiction Covered

✓ New York City

Funds for the Jurisdiction

✓ \$450,000

Using CHDO TA funds, LISC NYC will provide targeted and customized technical assistance to CHDOs to enable them to improve their HOME program production and performance, and incorporate green and energy-efficient measures in HOME-funded projects.

Through its First Responder Initiative, LISC NYC is surveying the needs of the field in the context of the current economic crisis; assessing the strengths and weaknesses of individual CHDOs; and offering individualized technical assistance and consulting expertise to assist these groups to strengthen their capacity in the areas of financial management, real estate development, and asset management. Specifically, under this CHDO TA contract LISC NYC will:

- **Conduct targeted assessments and develop action plans for at least 21 CHDOs.**
- **Conduct 5 organizational development trainings.**
- **Provide one-on-one direct TA for at least 15 CHDOs.**

LISC NYC is also undertaking, in partnership with the NYC Dept of Housing Preservation and Development (HPD) and the NY State Division of Housing and Community Renewal (DHCR), an initiative to incorporate green and energy-efficiency measures in LIHTC-funded projects that have reached or are approaching the end of the 15 year regulatory period. This initiative is an essential component of our broader efforts to preserve the affordability and enhance the ongoing sustainability of the housing we have helped our community-based partners to develop. Specifically, under this CHDO TA contract, **LISC NYC will preserve and green and preserve at least 750 units of LIHTC-funding housing.**

RATING FACTOR 1: DEMONSTRATING CAPACITY AND EXPERIENCE

1.0 Overview of LISC's Recent Experience Delivering Successful CHDO TA programs.

LISC has a solid understanding of the CHDO TA program, gleaned from more than a decade of successfully administering CHDO TA contracts. Our success with CHDO TA derives, in part, from LISC's nearly three decades worth of similar experience partnering with community organizations across the country to transform communities. Developing affordable housing was one of the core principles upon which LISC was founded, and integrating that housing into a larger network of community supports is our ongoing mission.

The assistance that LISC provides is not national in nature, but localized. We have staff in each of these geographies that work with the CHDOs throughout the process of developing housing and other real estate. We help CHDOs achieve a solid understanding of the HOME program as set forth in 24 CFR part 92 - integrating HOME funding into creative project financing strategies; understanding HOME Investment Partnership Program income limits, rent restrictions, unit mix requirements, tenant rights, and property standards requirements; maintaining solid administrative and financial infrastructures to report on and comply with the requirements of this funding; and building strong asset management systems so that they can maintain the HOME funded housing over time. This work takes years of community planning, building partnerships, solving problems, and working with local organizations to transform neighborhoods.

Our outcomes have been significant. Since 1980, LISC NYC has served as a critical link between non-profit community developers and the public and for-profit sectors, providing more than [REDACTED] in loans and grants and over [REDACTED] in equity to more than 75 community development corporations (CDCs). With our support, these groups have developed close to 30,000 affordable homes and apartments and more than 2 million square feet of commercial space.

In 2008 alone, LISC NYC provided more than [REDACTED] in loans, close to \$425,000 in grants, and [REDACTED] in equity investments to local CDCs/CHDOs. Our accomplishments over the past year included supporting the preservation of several federally subsidized housing projects, as well as buildings in an initiative to provide homeownership opportunities to low-income families living in city-owned, tax-foreclosed buildings. We also continued to build the capacity of our local CDC/CHDOs, hosting 10 workshops for more than 200 CDC/CHDO employees. In addition, we launched several new programs, including initiatives to revitalize commercial corridors, green affordable housing

Recent Experience

- Key Tasks: Direct Technical Assistance
- Beneficiaries Served: 18 CHDOs
- Program Topics Addressed: Financial Management, Asset Management, Real Estate Development
- Outcomes Achieved:
 - NHP: 252 units complete, 1554 units in construction
 - NRP: 544 rental housing units created
 - Y15: 537 units preserved or refinanced
 - HUD Section 202 elderly housing, Section 8 and Section 236 developments acquired: 52
 - HUD Asset Control Area agreement: 58 acquired; 37 under construction; 8 completed construction (2 of these under contract); 13 sold

developments, and link youth aging out of foster care to affordable housing and workforce development training.

In recognition of the increasingly complex challenges faced by New York City's low-income neighborhoods, the provision of timely and targeted technical assistance to our community development partners has become a major focus of LISC NYC. We are also increasing our capacity building efforts through our First Responder Initiative, a new program tailored to address the specific threats associated with this volatile economic climate. The initiative includes assessments of more than 30 organizations, staff trainings, grants and technical assistance that will help groups raise additional funds, better manage their housing portfolios, respond to increased demand for their services, and develop plans to pull through the financial crisis.

LISC NYC's current efforts are focused on stabilizing neighborhoods to ensure that critical community assets are preserved. Our aim is to help strengthen the financial and organizational positions of our CHDO partners to be able to continue to develop and preserve affordable housing. Major shifts in the local neighborhood economies have occurred -- high foreclosures; high unemployment; significant downward shifts in revenue generated from all types of businesses, especially, small businesses. A new operating paradigm is required for our CHDOs to achieve sustainable impacts and HOME resources are critical to make these changes and improvements effective.

LISC has excellent ability to develop and deliver accurate and timely technical assistance to CHDOs. We achieve this through two methods: a) Ensuring that CHDOs have ready and free access to HUD-approved HOME program materials and experts that can help them develop their affordable housing projects; and b) Ensuring that resources are relevant to the current challenges CHDOs face.

- *Access to HOME Program Materials and Experts:* LISC was tagged by national HUD to customize HUD HOME trainings originally targeted to PJs for a CHDO audience. After receiving HUD approval (on the accuracy) of these materials, LISC developed and delivered free interactive training sessions to broad CHDO audiences and continues to make them available through LISC's On-Line Resource Library. Sample training topics include: Managing the Tenant Mix in HOME Assisted Rental Properties, Marketing Your HOME Assisted Single Family Projects, Overview of Mixed-Income Development & HOME Program. LISC staff also help CHDOs access other training materials that are available on HUD Community Planning Department website.

Further, LISC delivers technically accurate direct technical assistance through its experienced staff and expert consultants, many of whom have received HOME Specialist certification; detailed experience and qualifications of our team is discussed in the Organizational Capacity section of this application. Sample interventions include assistance in board development, executive leadership development, financial management, fundraising management, human resources, information technology, real estate development, green development and asset management.

- *Timely and Relevant Technical Assistance:* Today, CHDOs are negatively affected by the downturn in the US economy that has shrunk major revenue streams for their operations and decreased/eliminated available credit for project financing. As a result, CHDOs risk losing experienced staff with the ability to develop HOME housing effectively; the ability to complete HOME units in the pipeline; and the resources needed to maintain HUD HOME funded units that have already been developed. LISC NYC works closely with CHDOs throughout the entire process to provide substantial and regular assistance. Doing so, LISC is able to diagnose emerging challenges, brain-storm with CHDO staff around problems, draw on LISC's national network and resources for expert guidance and alternate financing, and ensure that proposed solutions are fully implemented and result in new affordable housing.

LISC has excellent compliance systems in place to manage approximately \$77 million in government funding from 68 different sources. LISC's strong infrastructure for oversight and accountability, sophisticated information technology systems, and established internal controls and procedures have ensured that LISC has remained in compliance with cooperative agreement provisions and reporting requirements throughout its 10-year delivery of a CHDO TA program. LISC's local programs are managed by some of the foremost experts in the community development industry and are supported by LISC national program directors with special expertise, such as green development technology. Local programs are overseen by Local Advisory Committees (discussed in Rating Factor 3) that guarantee community involvement and approval of program direction, as well as Regional Program Vice Presidents. Further, LISC's Grants and Contracts Management (GCM) department comprised of specially trained and/or certified grants professionals provide expertise in financial and program compliance and reporting.

LISC's nonprofit accounting system, Fundware, requires contract execution and HUD workplan approval prior to allowing spending for eligible expenses. LISC staff can then track each hour of time spent on CHDO TA activities through LISC's electronic timekeeping system, Tenrox, which is fully integrated with our accounting systems. Likewise, LISC tracks grant commitments through our cutting edge, internally developed grant management system, also integrated with our accounting system. This system captures extensive information about CHDOs including recommended funding, budget, program uses, DUNS number, date of IRS incorporation, board composition, neighborhood composition, and other relevant data.

LISC's GCM and Legal department play a strong internal control process for each CHDO TA award. They review each grant commitment prior to funding to ensure compliance with CHDO TA program rules and other federal regulations such as 2 CFR 230, 2 CFR 215, and A-133. LISC program staff are in regular contact with CHDOs and, through LISC's grant management system, can recommend grant disbursements which are reviewed and approved by GCM. While program staff can access daily reports from LISC's systems, GCM analyze data monthly reports on program compliance and spending – such as rate of CHDO spending which, when too slow or fast, can signal opportunities for intervention. In addition, LISC program staff must conduct at least one, and more as necessary, compliance site visits to the CHDOs to review original documentation for program expenditures as well as ensure

that CHDOs have adequate infrastructure for administering federal funds. Such visits may necessitate the provision of TA or other resources, such as upgrading accounting software or updating policies and procedures. At these visits, LISC program staff also follow-up on financial and A-133 audit reports that CHDOs have submitted.

LISC has an established track record of timely federal financial and program reports, preparing SF 425 reports and LOCCS draws monthly with information generated from LISC's accounting system. As an internal control, LISC's Accounting department review and the Controller signs off on all 425 reports. Likewise, LISC program staff prepare quarterly program reports and LISC's GCM Program Coordinator reviews each to ensure quality and consistency with workplans, prior reports, and planned goals.

To ensure timely closure of expired contracts, beginning 6-9 months prior to contract close, GCM meets regularly with program staff to discuss grant status and spending strategies. They monitor expenditures closely and once the contract period ends, coordinate closely with LISC's legal and accounting teams to prepare the required closeout documentation, including final financial and narrative reports, program summaries and necessary certifications within the 90 day closeout period.

Ensuring Equal Opportunity in Housing is a core tenet to LISC's mission and approach under this award in transforming underserved and low-income communities. LISC supports CDC/CHDOs who are committed not only to non-discrimination in housing, but in actively promoting equal opportunity. Communities of color comprise a large share of the neighborhoods we serve. Many of the CDC/CHDOs we assist are minority led and racial and ethnic minority individuals directly benefit from many of the activities we help CDC/CHDOs to undertake.

1.1 Capitalizing on Strong Organizational Capacity to Deliver Impact

With our solid organizational experience, infrastructure and track record, LISC proposes to use \$450,000 to help CHDOs preserve the integrity and stability of neighborhoods and assets during this current economic crisis and to develop sustainable models for future growth and stability. LISC NYC will target critical resources to help strengthen CHDOs capacity to stabilize low-income neighborhoods through the preservation and development of affordable housing. CHDOs are the backbone of the city's most vulnerable neighborhoods and ensuring their long-term sustainability is paramount. Consistent with HUD's TA priority of improving HOME program production and performance of existing CHDOs as the goal, LISC NYC will enhance CHDOs capacity to develop and preserve HOME funds by increasing their financial and asset management systems and strengthening their leadership. Additionally, in line with HUD's policy priority of Promoting Energy Star and Green Development, LISC NYC will provide direct technical assistance for CHDOs to green the HOME units CHDOs have developed.

Enhance CHDOs ability to develop and preserve HOME units by increasing their financial and asset management systems and strengthening their leadership: LISC NYC's First Responder Initiative works to ensure that vulnerable neighborhoods do not suffer irreparable damage from this economic crisis, and the CHDOs that survive are well

equipped to protect the gains made from successful neighborhood revitalization in these communities. Through this Initiative, LISC NYC is evaluating the capacity of the field and creating blueprints with immediate action plans to stabilize organizations. Our goal is to provide the most timely and relevant resources to our partner CHDOs. With a 2009 CHDO TA award, LISC NYC plans to focus First Responder capacity building support to CHDOs around two core competencies: financial management and asset management capacity.

The future success of the preservation and development of HOME units will depend on our CHDOs ability to access the tools necessary for successful financial and asset management. Our strategy is divided in three parts: (1) assessing and prioritizing the needs of CHDOs, (2) responding to those needs promptly by preparing a course of action, (3) and identifying and applying the resources necessary to address the immediate and long term needs affecting the field.

LISC NYC will provide the following key support to CHDOs:

Conduct field assessments: LISC NYC has already begun conducting an inventory of CHDO opportunities and threats. We have created staff teams that will conduct assessments and track CHDO needs to prioritize the timeliest and most relevant response.

Provide intensive technical assistance for CHDOs: We will provide one-on-one technical assistance including customized training that enhances staff skills for preventing loss of assets, responding to need, and recovering from the financial crisis. As an added resource, outside expert consultants may be selected in concert with the CHDO.

Provide First Responder Grants: Grants (provided through LISC NYC's private fundraising efforts) will be targeted but not limited to three core competency areas: real estate development, asset management and financial management. LISC NYC will use complementary matching resources, not CHDO TA funds for these grants.

Recapitalize CHDOs to attain greater efficiencies: LISC NYC is investigating how the finances and staffing of each CHDO could be improved to achieve fiscal discipline and financial health. To protect the community assets of the CHDOs, we will assist them in stabilizing their business functions. We are exploring the development of new LISC financing tools and other funding streams to aid them in this effort.

Facilitate recruitment strategies for CHDOs: This involves matching professionals from the for-profit-sector to CHDO staff and consultant positions. LISC has also identified a number of volunteer professionals that can bring their professional knowledge and fresh thinking to CHDOs.

Host a series of sessions on "Working through the Crisis" with CHDO boards and key staff: LISC NYC will present the preliminary findings and offer strategies for navigating through this challenging period; help raise their awareness of what to look for when reviewing their financials; and help them identify financial vulnerabilities requiring their urgent and immediate attention, as well as issues for longer-term consideration.

Our capacity building plan is designed to help build skills and increase the knowledge needed by community development professionals to preserve the integrity and stability of neighborhoods and assets during this current economic crisis. All of our CHDOs are eligible to participate in the First Responder Initiative. We have based their order of engagement in the process on three factors: the vulnerability of the community served by the CHDO, the size of their portfolio and scope of services to the community, and their responsiveness to our offer of assistance. By using these factors to prioritize our response we are able to provide assistance beginning with those groups most in need. Our aim is to conduct an assessment of the entire portfolio of CHDO partners.

Green the HOME units that CHDOs have developed: Over the past two decades, LISC NYC has been providing technical and financial assistance to CHDOs to develop Low-Income Housing Tax Credit (LIHTC) affordable housing units, many of which have been infused with Federal HOME funds. The expiration of the LIHTC fifteen year regulatory period (Year 15) offers a great opportunity for CHDOs to refinance/resyndicate and Green these units, while also allowing them to continue to deliver high quality rental housing that remains affordable to the communities they serve. These affordable units are vital to New York City for several important reasons: the extremely low vacancy rate of housing for the low and very low income, the unabated homeless crisis and today's difficulty in amassing comparable resources to achieve programs of any similar size and scale.

To meet the needs of this portfolio and ensure their long-term affordability, LISC NYC is piloting an initiative to weatherize and incorporate green retrofits into Year 15 renovations. The primary purpose of the Green pilot program is to systematize the integration of energy efficient design into the Year 15 repositioning process, with the expectation to take this program to scale. Year 15 properties constitute multi-family buildings with both an acute need for rehabilitation and energy-efficiency improvements, and a unique opportunity to leverage additional public and private capital. Projects identified for the program include the oldest buildings in the portfolio that are in the most need of energy efficient upgrades.

NYC Department of Housing Preservation and Development (HPD) is partnering with LISC NYC and Enterprise Community Partners to deliver New York State Weatherization Assistance Program (WAP) resources, funded through the ARRA, to our CHDOs' portfolio of Year 15 projects. HPD chose to work with LISC NYC on this initiative because of LISC's long-term track record of success with the City, exceptional capacity to manage contracts, and ability of working with CHDOs beyond the boundaries of typical production programs. This initiative is being considered as a model for multi-family green retrofitting across the country.

HPD has a very distinct and important role in our initiative. First, HPD has agreed to allow participating Year 15 properties to access reserve funds for the owner's match via a streamlined review process. Second, HPD has committed up to \$4,000,000 in HOME funds that will be available to the Year 15 buildings, as needed, as a source for the owner's contribution. This is an unprecedented use of the City's HOME funds. By partnering with LISC on this initiative, HPD is demonstrating its commitment to support the incorporation of energy efficiencies into scopes of work for affordable housing. We believe that this pilot

program will set precedent for continued prioritization of energy work on future affordable housing programs.

LISC NYC provides a critical role in the process, which includes the following:

1. Ensure that funds are in place for the owner's contribution:
 - Design and manage streamlined reserve draw process.
 - Manage commitment of HPD-provided HOME funds.
2. Pilot a pre-repositioning protocol for incorporating WAP resources into Y15 projects.
3. Support the capacity of CHDOs during the Weatherization Process.
4. Monitor and ensure quality of all pre-development and construction activities.
5. Conduct longitudinal study of the impact of the Green measures on the buildings' operating expenses.
6. Work with CHDOs to train their building staff (superintendents and porters) in the maintenance of the new Green energy efficiency measures.

The "Greening" of Low Income Housing Tax Credit projects provides resources and technical assistance to our CHDO partners to enable them to make the Year 15 transition successfully -- performing an energy audit and capital needs assessment, meeting HPD's requirements for financial re-structuring of the project, targeting NY State WAP resources to upgrade buildings with green and energy efficiency measures, and other necessary steps. LISC NYC will provide comprehensive technical assistance to CHDOs through a series of State and privately funded workshops and individual meetings to develop a plan and implement a timeline to undertake the "Greening" process.

1.2 LISC Solid Management Team

LISC's management team and key staff are comprised of experienced in-house and consultant staff with combined experience of more than 200 years in the community development industry, demonstrated success in delivering effective CDTA programs, and HOME Specialist certification.

Key Staff – In House Staff and Contractors			
Name	TA Skills (including CHDO - HOME program knowledge)	Areas of Expertise	Certified HOME Specialist
██████████, Managing Director	Overseeing a staff of 15 and a \$3 million annual operating budget, ██████████ has primary responsibility for investor constituency and development efforts resulting in over \$100 million in equity. ██████████ works closely with New York PJ leadership.	Leadership, Strategic Planning, Program Development	N/A
██████████, Director of Housing	██████████ supervises the underwriting and project management of residential real estate deals; assists CHDOs to identify, develop, and finance residential facilities; underwrites and syndicates tax credit investments; and structures project loans.	Real Estate Development	N/A
██████████, Capacity Building Director	██████████ oversees all LISC NYC organizational development initiatives for CHDOs – group training and one-on-one TA including financial and asset management, real estate finance, affordable housing development, human resources and board development.	Organizational Development	Attended 3-day Course in 2008; Certification expected in Nov. 2009.
██████████	██████████ previously oversaw LISC's national CHDO TA program including the development of an innovative program to direct national resources to protecting the assets and preserving CHDOs. Now a contractor, ██████████ has more than 30 years of community development experience. She has extensive experience working with government grant/loan programs - LIHTC, Section 202/Section 8, HOME, CHDO and CDBG.	Organizational Development, Real Estate Development, Asset Management	Certified 2008
██████████, VP, Grants Mgt.	Leading LISC's Grants Management Dept., ██████████, with over 17 years of community development experience, leads a team of 10 to oversee \$70 million annually in government contracts, ensuring LISC and CHDOs' compliance with federal regulations including ARRA and FFATA.	Compliance, federal workplan, program reports and SF 425 submission.	Federal Grants Management Certificate 2008
██████████	██████████ previously designed local CHDO intervention strategies supported with national CHDO TA funding, identifying over 120 qualified consultants. Now a contractor, ██████████ skills include 30+ years management and content experience in organizational development, outcomes focused planning and evaluation, executive leadership and management, and welfare reform. She has 23 years of federal government grant experience.	Organizational Development/ Board Governance	Certified 2008

Key Staff – In House Staff and Contractors			
Name	TA Skills (including CHDO - HOME program knowledge)	Areas of Expertise	Certified HOME Specialist
	has coordinated with HUD and oversaw the development of LISC's HOME program curricula for CHDOs. Now a contractor, has continued to provide TA on sound project financing. has 28 years experience in housing development.	Real Estate Development, Financial Management, Underwriting	Certified 2007
, DAF Consulting, LLC	has over 30 years of experience coordinating multi-layered financing and regulatory program rules for affordable housing development. He designed/delivered intensive direct TA to a NYC CHDO in 2009 as part of LISC's national CHDO TA award.	Real Estate Development, Asset Management	Certified 2009
Urban Renovation Consultants	has over 35 years experience in housing program design and development, value engineering, real estate finance and safe, sustainable building. He has designed/operated model affordable housing programs including new construction, scattered-site rehabilitation, and multifamily syndicated rentals.	Real Estate Development, Sustainable Building	Certified 2007

RATING FACTOR 2: SOUNDNESS OF APPROACH

2.0 Overview of Approach

While New York City's community development industry has achieved enormous success in recent years, the current economic crisis poses new challenges that threaten to unravel years of neighborhood improvement. Residents of the city's revitalized but still fragile low-income communities are extremely vulnerable to the effects of the economic downturn, such as job loss, foreclosure and eviction. And the neighborhood-based groups that are the first line of defense against these negative economic impacts are themselves at risk.

For years, CHDOs have successfully addressed the needs of low- to moderate-income New York City residents. However, these groups, many of whom were already operating on a thin margin, are now facing a precarious situation. At conventional banks, investment in low- and moderate-income areas is falling out of favor, taking with it the financial support the industry needs to survive. Real estate development deals have become much more difficult to underwrite, given the combination of retrenchments in bank lending and cutbacks in government subsidies. In addition, Low-Income Housing Tax Credits, the main engine for affordable housing development, have seen a significant reduction in investors. This in turn has negatively impacted pricing, resulting in less equity for housing projects and large

gaps in development budgets. Without targeted and substantial support for CHDOs, low- to moderate-income residents will be displaced, small businesses will close, and we may revisit the neighborhood blight that we fought so hard to overcome.

For LISC NYC, the current conditions present both a challenge and an opportunity to help CDC/CHDOs evolve into more resilient organizations that may better serve low- to moderate-income neighborhoods. LISC NYC believes that with targeted intervention, the current crisis may serve as a catalyst for needed and positive changes.

With a CHDO TA award, LISC NYC will provide intensive technical assistance to CHDOs, including customized training that enhances staff skills for preventing loss of assets, responding to need and recovering from the financial crisis. LISC NYC proposes to develop targeted assessments and action plans for 21 CHDOs, organize five group trainings covering the implementation of the weatherization process and training of CHDOs maintenance staff, and provide direct one-on-one technical assistance to at least fifteen CHDOs. Additionally, LISC NYC, with the support of New York State Division of Housing and Community Renewal and New York City Department of Housing Preservation and Development, propose to implement a program to green 750 affordable housing units while at the same time stabilizing CHDOs and expanding their capacity to be financially sound and effective agents of ongoing recovery and rebirth for the neighborhoods they serve.

2.1 Key Management Staff

Roles and Responsibilities: LISC NYC has several staff that will provide direct technical assistance, if awarded a CHDO 2009 contract. The LISC NYC management team is comprised of the Managing Director, Director of Asset Management, Director of Capacity Building, General Counsel, Housing Director, Director of Policy & Research and Director of Special Projects. This team meets weekly to discuss management issues and is consulted as part of the First Responder process. They provide valuable insight on strategies for technical assistance to CHDOs. The Director of Capacity Building will be responsible for overseeing the implementation of the First Responder Initiative. She is the critical link to LISC NYC resources and CHDOs evaluation and progress. One Community Development Associate will work with the Director to compile financial and management information on the CHDOs and assist in the development of implementation plans. The Director of Housing oversees the production of the Green Initiative. The Director is staffed by five Community Development Officers that are the relationship managers to the CHDOs and conduct underwriting of project investments and technical support to the CHDOs throughout the entire development process. Lastly, LISC NYC legal staff oversees all project closings and signs-off on fund disbursements.

Demonstrated Ability: LISC has demonstrated its ability to deliver excellent and timely technical assistance over the past 18 months. Through demand-response cooperative agreements, LISC NYC currently administers one national agreement, and 15 local agreements with HUD to deliver technical assistance for CHDOs. Specifically, over the past 18 months, LISC NYC has developed and executed effective direct TA in a demand response environment including:

National CHDO TA: At the beginning of 2009, LISC and National HUD began implementation of an innovative newly developed program to provide national CHDO TA resources to directly benefit CHDOs affected by the downturn in the US economy. Selecting NYC as the demonstration site because of its excellent partnership with the NY HUD office and its strong track record delivering effective CHDO TA programs, LISC conducted asset management interventions for a large CHDO serving the Northeast Brooklyn region. Based on the success of that intervention, National LISC and HUD will invest \$1.4 million in similar interventions across the country.

Local CHDO TA 2008: LISC NYC was recently awarded \$150,000 in 2009 to provide assistance to CHDOs directly involved in our *Preservation* initiatives through several tools and resources, such as refinancing of HUD-assisted elderly projects, saving tax credit projects exiting the program at the end of their 15 year compliance period, and increasing homeownership opportunities. We are currently developing the workplan, and outcomes will be based on the preservation of the following types of affordable housing units: Year 15 Low-Income Housing Tax Credit housing, HUD Section 202, Section 8 and Section 236 Multi-family housing, formerly foreclosed homeownership units, and low-income cooperative homeownership units. This work will be supplemented with targeted training resources to strengthen CHDOs ability to complete this work.

Local CHDA TA 2007: LISC NYC was awarded a \$200,000 grant to provide assistance to CHDOs. Grant support is enhancing our affordable housing development efforts through the creation of 208 housing units in NRP and preservation of 500 housing units in the Year 15 Initiative in 2007-2008. We are conducting trainings to build the capacity of the CHDOs to successfully complete this work.

Local CHDO TA 2006: LISC NYC was awarded a \$152,000 grant to provide assistance to CHDOs directly involved in our *Preservation* initiatives. The preservation aims to create new affordable homeownership and rental opportunities, and the protection of existing homeownership and rental opportunities throughout New York City. The CHDO TA funding also allows LISC NYC to provide trainings for CHDO staff to enhance their ability to successfully participate in the *Preservation* initiatives.

Local CHDO TA 2005: LISC NYC was awarded \$200,000 in Community Development Technical Assistance funds to provide technical assistance and support to CHDOs in our Neighborhood Homes Program (NHP). This program redeveloped severely dilapidated one-to-four family residential and mixed-use buildings into attractive, affordable homes. NHP is a cooperative effort between the U.S. Department of Housing and Urban Development (HUD), the New York City Department of Housing Preservation and Development (HPD) and LISC NYC that is currently developing more than 130 affordable homeownership buildings containing an additional 200 affordable rental units.

HUD Section 4: LISC's HUD Section 4 Capacity Building Program

Under the HUD Section 4 Capacity Building Program, LISC operates one of the largest federally funded technical assistance/capacity building programs in the country. LISC manages a client-driven grant and direct TA program that expands the technical and

administrative capabilities of community development corporations (CDCs) and community housing development organizations (CHDOs) across the country.

Over the past 18 months, LISC has committed and managed over 500 Section 4 grants, totaling more than \$26 million dollars, to communities nationwide. LISC staff have supported these direct grants with thousands of hours of direct TA, which together have generated over \$1.8 billion in housing and economic development, far exceeding HUD's goal that each Section 4 dollar lead to at least \$10 in development activity. Section 4 grants have supported the work of LISC local staff, whose expertise is critical to effective delivery of CHDO TA, and national program staff, who deliver direct TA in specialized content areas.

One of the national activities funded in part by LISC's Section 4 grant is Experts Online Webcasts, which LISC launched in 1999 to provide an interactive forum for presentations and discussion among industry experts and practitioners. Since December 2007, LISC has presented 20 webcasts, reaching more than 1,600 participants. The following are relevant examples of our most recent Experts Online events:

- Nonprofit Management: Robust cash flow forecasting; Working with Your Lenders; Mechanisms of Accountability in Comprehensive Change Initiatives; Good to Great Governance: A Leadership Series for Board Members; Executive Transition: The Art of Hiring Leaders; Key Nonprofit Board Legal Requirements; and Critical Issues in Nonprofit Financial Accounting Regulation.
- Foreclosure: Responding to Foreclosure: How the Housing Bill Impacts Neighborhoods.
- Green: Green Retrofits for Affordable Multifamily Housing; Sustainable Places, Smart Neighborhoods Latest Trends in Rebuilding Vibrant Places.
- Real Estate Development: Keeping Your Development Projects Alive During Changing Times; Selecting and Managing Your Architect; Eminent Domain: Staking a Claim for Urban Redevelopment.
- Partnerships: Partnering with Police: Profiles of Gang Prevention & Youth Safety Strategies; Partnerships Personified: Success of a 360-Degree Leader.

LISC's work in Section 4 has been highly regarded. The OMB PART Evaluation of the HUD Section 4 program reported that LISC ensures strong program management through "good performance measures, tracking, and evaluations. Program partners track progress through work plans and reports, and complete analysis of program through long-term studies." Our webcasts illustrate this commitment to quality: In post-event evaluations, 90 percent of survey respondents said the sessions were useful to their work.

Sound Financial Management: LISC operates in over 30 cities and 77 rural areas in 36 states. It manages one of the largest federally funded capacity building programs in the country through HUD. Since 1993, LISC has received \$142.52 million in funding from HUD to provide training, technical assistance (TA), and pass through grants for community-based organizations to help them build capacity to transform neighborhoods into sustainable communities.

LISC staff have extensive expertise in managing several simultaneous and large-scale initiatives in multiple geographies across the country. We have effectively developed budgets, overseen products, staff and subcontractors. Over the past few years, LISC has demonstrated significant impact in communities across the country. Some examples of this include:

- From 2005-2008, LISC provided about 1,800 Section 4 grants of over \$50 million to build CDC/CHDO capacity to transform communities.
- LISC's Green Development Center provided over \$2.9 million in greening grants to 20 communities across the country.
- LISC's Affordable Housing Preservation Initiative provided financing commitments of \$80 million to preserve more than 12,000 units of at-risk housing, and established LISC as a national preservation leader since 2003.
- Since 2003, LISC's affiliate, the National Equity Fund (the leading national syndicator of low-income housing tax credits with one of the largest portfolios of projects in the marketplace) invested \$6.5 billion of equity that has helped build 100,634 homes in 1,612 projects across America - significantly expanding affordable housing and helping to combat homelessness.

Overall, LISC has invested over \$9 billion with 2,800 CDC/CHDOs to generate over \$28.2 billion for community development, build/rehabilitate over 244,000 affordable homes, create over 36 million SF of retail, community and educational space, and improve the lives of millions of people. Since 1980, LISC NYC has served as a critical link between non-profit community developers, the government and the private sector, providing over \$160 million in loans and grants and over \$1.7 billion in equity to more than 75 community development corporations (CDCs) and entrepreneurs. These groups have used those funds to develop close to 30,000 units of affordable housing in Harlem, the South Bronx, and Brooklyn. CDCs have also raised an additional \$3.3 billion for neighborhood redevelopment and are responsible for at least 60,000 units of renovated and/or new homes and apartments and over 2 million square feet of commercial space.

2.2 Procedural Overview

Nationally, LISC has established protocols and procedures for managing multiple awards across multiple jurisdictions. These are detailed more fully in Factor 1. Locally, LISC NYC manages multiple awards (as detailed above) throughout New York City's five boroughs. LISC NYC's strategy is divided into five parts: (1) Conducting Assessments; (2) Prioritizing multiple needs, entities and geographic regions; (3) Delivering extensive technical assistance; (4) Award grants and draw on new staff resources to address their immediate and long term needs; and (5) Providing HUD with feedback on TA and outcomes.

1. *Conduct Assessments* – employing a consultative process of extensive outreach and dialogue to identify existing and potential CHDOs with the ability to deliver impact within NYC communities. LISC NYC has already begun conducting an inventory of CHDO opportunities and threats. We have created staff teams that will conduct assessments and track CHDO needs to prioritize the timeliest and most relevant

response. LISC NYC will use a variety of assessment tools to determine the capacity and the needs of the organization. LISC has formal underwriting and due diligence processes that LISC NYC staff use in analyzing the capacity of an organization regarding their real estate activity, managerial and financial health. Among the factors reviewed are: the development track-record and pipeline of the organization, financial reports and systems, qualifications of the development staff, board composition and governance. LISC NYC also collaborates closely with the City and State housing agencies to ensure project completion and effective use of HOME funds.

In addition, LISC NYC utilizes CapMap®, a diagnostic tool to help CHDOs quantify organizational capacity in nine areas (real estate development, asset management, financial management, board governance, community connection, executive director, fund development, Management Information Systems and Human Resources). CapMap® enables LISC staff to work together with the Board and management of the CHDO to map organizational capacity and to establish plans to strengthen capacity in a systematic and collaborative way. Particular attention will be paid to stabilizing financial health and developing sustainable fiscal models.

LISC NYC also assesses the technical assistance needs of an individual organization in the context of a proposed project. It reviews the project concept, site, financing, development team, community context and consistency with the organization's plans and strategies. This analysis assists LISC staff in structuring appropriate technical assistance and investment.

2. Prioritize needs, CHDOs, and geographic regions - ensuring that limited resources are allocated for the organizations most likely to achieve significant community impact. LISC NYC has based its order of engagement in the process on three factors: the vulnerability of the community served by the CHDO, the size of their portfolio and scope of services to the community, and their responsiveness to our offer of assistance. By using these factors to prioritize our response we are able to provide assistance beginning with those groups most in need.

Preliminarily, LISC NYC has identified 25 CHDOs for assessment and review. These CHDOs represent varying non-profit organizations that vary in a number of factors, such as size of operating budgets, number of employees, number of housing units developed. Therefore, the analysis for each CHDO will be unique in determining the proper course of action.

LISC NYC provides technical assistance and financial support to CHDOs in low- and moderate-income neighborhoods throughout New York City. To maximize available HUD and private resources, LISC NYC has prioritized sixteen community districts in Brooklyn, the Bronx, Manhattan and Staten Island where there has been the greatest need for affordable housing. Below is a preliminary prioritization of CHDOs based on geographic area that LISC NYC proposes to support through our technical and financial assistance efforts. Those groups below in bold font are currently designated as CHDOs. The other un-bolded groups have the capacity to become CHDOs.

Brooklyn: **Astella Development Corporation**
 Bedford Stuyvesant Restoration Corporation
 Bridge Street Development Corporation
 Cypress Hills Local Development Corporation
 Fifth Avenue Committee
 Local Development Corporation of East New York
 Los Sures Development Corporation
 Northeast Brooklyn Housing Development Corporation
 Pratt Area Community Council, Inc.
 St. Nicholas Neighborhood Preservation Corporation

Bronx: Banana Kelly
 Belmont Arthur Local Development Corporation
 Mid-Bronx Senior Citizens Council, Inc.
 MBD Community Housing Corporation
 Nos Quedamos/We Stay
 South Bronx Community Management Corporation
 South Bronx Overall Economic Development Corporation
 Women's Housing and Economic Development Corporation

Manhattan: **Abyssinian Development Corporation**
 Harlem Congregations for Community Improvement, Inc.
 Hope Community, Inc.
 Manhattan Valley Development Corporation
 West Harlem Group Assistance

Queens: Allen AME Neighborhood Preservation and Development Corporation

Staten Island: **Northfield Community Local Development Corporation**

3. *Deliver extensive technical assistance* – implementing plans developed in consultation with HUD and local PJs. Once HUD and LISC have a final list of CHDOs to be assisted under this award, LISC will develop plans to meet those needs. The plans will include the type of intervention recommended to best meet the identified need, the timeframe in which the services will be delivered, the proposed outcomes from the intervention, and the staff required to carry out the intervention. These plans will be discussed with HUD and PJ staff and detailed in HUD-approved workplans.

LISC NYC will closely align its key management team's skills to the proposed TA intervention through a process of CHDO Assessment and Deployment:

Assessment	LISC NYC will conduct initial assessments of CHDOs' needs through intensive consultations.
Deployment	LISC NYC will match needs identified through the assessment process with LISC's inventory of consultant and staff expertise. With respect to consultants, LISC maintains data on over 120 CHDO TA consultants by years of experience, technical expertise and geographic regions to serve.

LISC NYC has a robust experience in affordable housing development and asset management. Our strategy for helping CHDOs meet the new housing challenges facing them is threefold. First, we are partnering with NYC's Department of Housing Preservation and Development (HPD) to redevelop and "green" the Year 15 pipeline of affordable housing. Second, we are preserving existing affordable housing resources for the future. Finally, we are creating new financial and technical assistance tools to help CHDOs seize new development opportunities, and enhance their ability to acquire land and buildings in the private market.

LISC NYC currently manages and administers several housing programs, such as Neighborhood Redevelopment Program (NRP), which we work with CHDOs to renovate occupied City rental housing; as well as Neighborhood Homes Program and Tenant Interim Lease Program that provides affordable homeownership opportunities. With our guidance, our development partners (including CHDOs) rehabilitate properties and maintain and operate them after residents move in. Our construction management staff work closely with these developers at all stages of the project. Additionally, LISC NYC has a substantial asset management portfolio. This portfolio includes the LIHTC inventory. Through the 15-year life cycle of the tax credits, asset managers provide expertise and oversight from construction monitoring through lease-up to operations; proactively solve problems; work with partners to transfer project ownership to the sponsor at the end of the 15-year compliance period, or otherwise to ensure continued viability and affordability of the project; and monitor financial performance, compliance with regulatory and other agencies, physical adequacy and management performance. We believe that this combined experience, managed by community development and affordable housing finance professionals, will ensure effective and efficient use of CHDO TA funding.

Our proposed CHDO TA activities build on LISC NYC's experience. Through its First Responder Initiative, LISC NYC anticipates providing training on a variety of critical preservation and organizational topics. Particular attention will be paid to CHDO boards to ensure they are fully briefed and understand the fiscal health of the organization. Boards will receive training on how to better monitor finances and determine what critical indicators to watch for. CHDO staff training will build skills to prevent loss of assets, respond to need, and recover from the financial crisis. LISC NYC will call on a variety of experts and seek support from LISC national programs to enhance our knowledge of sustainable solutions and effective interventions. Our strategy may involve the strategic reconfiguration of CHDOs to maximize efficiencies, achieve better fiscal discipline; and stabilize business functions. For example we are exploring a variety of ways in reduce administrative cost burdens - including opportunities for shared staffing and business functions or outsourcing administrative support.

Through our Green Initiative, LISC NYC will provide: project technical assistance, training, and organizational development services. The project technical assistance that LISC NYC will provide to CHDOs includes accessing HOME project financing and other financial tools, as well as assessment and advice on all phases of the project. LISC NYC staff members provide this assistance on an ongoing basis throughout the life of

the project. When a technical assistance need arises across numerous organizations, LISC NYC will utilize both group training and individual customized training options.

Operating effectively within a Demand-Response System may necessitate that LISC, HUD and the PJ revise approved workplans in the event unanticipated needs arise. LISC hopes to minimize such instances through effective planning – specifically sharing the assessment results with the local HUD office, discussing prioritized areas of greatest need, agreeing on local strategies to address those needs, and approving/implementing workplan goals. However, in instances where LISC, HUD and/or the PJ identify new needs, LISC will follow this approach:

- a. Conduct a meeting with HUD and PJ staff to determine how the new need fits into the prioritized plan; the appropriate level of financial resources necessary to address the need; whether the need can be addressed through the key LISC team; and/or whether LISC needs to engage external expertise to meet the need.
 - b. Submit an amended workplan and budget for HUD approval. Once approved, LISC will undertake the new set of activities, reporting regularly to HUD on implementation status.
4. *Award grants and draw on new staff resources to address immediate and long term needs* – reinforcing the infrastructure of CHDOs and building their capacity to develop and maintain HOME funded affordable housing over time. LISC may achieve this through the provision of capacity building grants. LISC may also draw on wider experience, such as matching professionals from other sectors (for profit and government) with CHDO leadership so that together they can apply a more comprehensive and specialized skill set to our response.
5. *Provide HUD with Feedback on TA and Outcomes:* LISC NYC will discuss the proposed interventions with HUD and the PJ and develop a workplan that incorporates their feedback. LISC NYC will carry out the program as described, closely monitoring the TA and achievement of outcomes through semi-weekly meetings to keep each project on track; tracking real-time loan activity status through a database; interacting with CHDOs daily, including phone calls and e-mails to follow up on the status of projects; and conducting on-site meetings with CHDO staff to discuss development activities and together develop solutions to issues that may arise. LISC NYC will conduct regular evaluations of the TA and share those as TA is discussed with HUD. LISC NYC will also submit quarterly reports on the progress of all work undertaken in this award, summarizing the evaluations, and detailed progress towards planned outcomes.

2.3 Policy Priority Overview

LISC NYC will use, when appropriate, Energy Star qualified products and practices in the Greening of our HOME funded affordable housing units. The scope of work for the Year 15 building retrofit will also include the following practices: replacement of boiler; weatherization of windows, doors and exterior walls; replacement of electrical panel door,

intercom unit, door chimes, light fixtures, carbon monoxide and smoke detectors, and defective wall and floor tiles; replacement of faucets with low-flow attachment; among others. Using these appliances and products will ensure efficiency in the building and units' energy use.

LISC ensures that all activities funded under this award are eligible in the following way:

- a) NYC LISC discusses program approaches with their local HUD offices and drafts a workplan to address local needs.
- b) LISC's national Grants and Contracts Management (GCM) department reviews that workplan to ensure it advances HUD's strategic goals, the CHDO TA program, and is compliant and allowable under federal regulations including OMB Circulars and the Codes of Federal Regulations.
- c) NYC LISC staff then undertake the delivery of the CHDO TA program in accordance with the approved workplan. LISC's GCM and Legal departments review each grant, consultant agreement or other expense prior to its funding to ensure its compliance with the CHDO TA program, the approved workplan and federal regulations. NYC LISC staff conduct compliance monitoring visits of subrecipients to ensure that all activities carried out were eligible. LISC only reimburses subrecipients after review of documentation to ensure expenses are eligible.
- d) LISC's GCM prepares SF425 and LOCCS draws, requesting reimbursement for ONLY allowable expenses.
- e) LISC's A-133 auditors review our federally funded programs annually, ensuring that LISC and its subrecipients have conducted the awards in accordance with federal regulations.

2.4 Quality Control

LISC believes that the highest quality technical assistance products are those specifically designed to meet the needs of a community. Knowing that the one-size-fits-all approaches often fail to address very complex neighborhood issues, New LISC NYC works closely with HUD and CHDO partners to create specific solutions to build, preserve, and maintain sustainable quality, affordable housing.

LISC NYC staff will work directly with CHDOs on the development of projects under these initiatives, providing technical assistance from start to finish, including coordination with HUD and HPD. In essence, LISC NYC staff will serve as technical advisors to the CHDOs on a daily basis, providing their staff with expertise and direction to ensure quality program delivery.

The goal of LISC NYC's First Responder Initiative is to make sure that CHDOs serving the most vulnerable neighborhoods are able to deliver those critical services. **LISC will ensure quality program delivery for the First Responder Initiative** through the following strategies:

- Ensuring Strong Program Management – Have strong internal controls, procedures, and IT systems to ensure successful program delivery/compliance with federal requirements;
- Evaluating Financial Health – Help ensure financially sound practices are in place at CHDOs
- Building Effective Partnerships – Convene and connect CHDOs, government agencies, banks, foundations and other private partners needed for successful project conceptualization/implementation;
- Pairing Capacity Building Grants with National Resources – Build CHDOs capacity to undertake new/creative development and provide critical national resources for their implementation;
- Harnessing National Expertise – Efficiently share information/resources including green building, workforce development, housing preservation, commercial corridors, child care and community safety;
- Maintaining Flexibility – Monitor when neighborhood conditions are changing rapidly, and provide technical assistance and resources where programmatic changes are needed;
- Maximizing Partner Success – Help organizations access and effectively use HUD programs such as NSP, CDBG, HOME, as well as other federal programs;
- Achieving Successful Outcomes – Track results including good performance measures, tracking, and evaluations. Program partners track progress through work plans/reports, & complete program analyses through long-term studies.

LISC NYC wants to make certain that our approach is flexible and adaptable to the immediate needs of the CHDOs. LISC will conduct ongoing monitoring of program progress and remediate any problems that may occur using the work plan milestones as a roadmap. The milestone-based approach will help us to understand, meet, and even anticipate the specific needs of the CHDOs and communicate what we are attempting to do.

After three decades of rebuilding and revitalizing some of New York City’s most abandoned and dilapidated neighborhoods, LISC NYC finds it essential to make sure the financial and community investment we and our partners have made continues to serve the neighborhoods and residents as intended. Through our strategic partnership with CHDOs, LISC NYC supports the development of local leadership and the creation and preservation of affordable housing. With HUD funding, LISC NYC will provide quality technical and financial services through our various housing preservation programs and further enhance existing capacity building initiatives in an effort to provide CHDO staff with savvy leadership and asset, financial and project management skills that will be crucial to the continued success of New York’s housing and community revitalization efforts. LISC NYC believes that all of these efforts will help to achieve our goal of vibrant, healthy, sustainable communities throughout New York City.

LISC will ensure quality program delivery for the Green Initiative by closely overseeing the entire project through, from start to finish – this supervision will include:

- Developing and defining a pipeline of LIHTC projects for CHDOs to integrate Green resources.
- Assessing each CHDO’s capacity to carry out the project and assist groups that need capacity enhancements to successfully Green their properties.

- Providing grants, loans and technical assistance to secure predevelopment services from experts, such as architects, inspectors, environmental consultants and structural engineers.
- Monitoring construction, including regular worksite inspections to ensure achievement of scope of work, quality control and milestones.
- Providing training workshops to CHDOs to enhance and develop their skills.

In order to ensure that weatherization construction work meets the Program standard, quality assurance for the WAP process will be conducted by our construction management team, which includes LISC construction management staff members, our technical partners, and consultants. LISC has extensive experience in quality assurance for construction and rehabilitation, including hundreds of successfully completed projects in New York City. We have established quality assurance procedures administered by dedicated construction management and asset management staff, as well as experienced construction management consultants.

In addition to program requirements for workscope review and inspection, LISC NYC will add an additional layer of quality assurance, consisting of an inspection during the heating period following the completion of weatherization work and a post-completion benchmarking. By inspecting the weatherization work at the beginning of the heating season, LISC will have the opportunity to fine tune equipment settings and ensure that building maintenance staff know how to properly operate and maintain their new energy efficient building systems. The additional utility bill analysis and benchmarking one year after the completion of the WAP work will allow us to examine the true performance outcomes of the program.

LISC NYC plans close project supervision for the tasks detailed in this proposal and **plans to remediate problems as follows:** LISC NYC staff holds biweekly team meetings with the Managing Director to review staff and project activities and prioritize/make changes as needed. If projects experience delays or problems, the Managing Director and Director of Capacity Building will undertake the following: 1) Assess the problem or delay to determine whether it is a one-time issue or a program design flaw; as well as assess the severity of the problem (low, medium, high). 2) They will strategize potential solutions to the problem. 3) Depending on the severity level, they will contact the PJ, HUD and the CHDO to discuss the proposed solution and its probability of combating the problem identified fully; less severe problems may be reported to HUD and the PJ in regular program reports. 4) Once the solutions are determined, LISC will make any necessary workplan adjustments as needed and resubmit amended workplans to HUD for approval. 5) If workplan amended approval has been sought, LISC will wait to implement the solution prior to HUD approval. If workplan approval was not needed, LISC will implement the solution. The timeframe for the remediation will depend on the severity of the problem and the agreed upon course of action to be pursued, but LISC NYC will endeavor to conduct the initial assessment of the problem within the first 24-48 hours of its identification.

RATING FACTOR 3: LEVERAGING RESOURCES

3.0 Overview of Practical and Effective Means of Sharing TA resources

In this climate where many nonprofits have been forced to reduce their staff size and cut travel budgets, opportunities to maximize resources are critical. LISC employs a variety of methods to design and implement practical systems to transfer TA knowledge and products - manuals, guides, assessments, HUD national training step-in packages, LISC trainings, and other work products – to HUD, CHDOs, CHDO TA providers, and other strategic partners. The duplication of resources can easily occur when there are not practical methods of sharing or accessing critical information. This duplication may occur more readily in organizations whose primary mission is not the integration of partners and resources for community transformation, but whose purpose is more profit-driven – organizations whose primary financial source of support derives from developing information for a fee. This may also occur in organizations with un- or under-developed information sharing systems. LISC suffers from neither of these conditions. Because our purpose is community transformation, it suits our mission to share information and resources effectively and we have developed, over our nearly thirty years of operation, some very sophisticated mechanisms to do so. These mechanisms include Effective Communications, Targeted Trainings, E-Learning, and Technology Solutions to ensure that HUD and other government/private resources are constantly at work delivering efficient investment over time.

Effective Communication: LISC NYC reaches a broad audience through its communication which includes our print annual report, a bimonthly e-newsletter, *NYC Notes*, and our local LISC NYC web site: www.lisc.org/nyc. Through our annual report and *NYC Notes*, LISC NYC reports on project developments, accomplishments, and best practices to over 1,800 stakeholders made up of our funders, CHDOs, TA providers and strategic partners. Further, the LISC NYC local web site, launched in fall of 2003, includes up to date program descriptions, recent project developments and accomplishments, and extensive resources for CHDOs and other community organizations such as upcoming trainings and funding opportunities. It also includes lists of LISC NYC program funders, partners, and lenders.

LISC NYC also draws on LISC's national resources for CHDOs and CHDO TA providers, which include online and on-site training; LISC's Online Resource Library—containing in-depth information resources so that CHDOs and other TA providers can access LISC's innovative products and services, best practices, case studies, and other relevant research. Particularly relevant to this program are National LISC's web resources on green development, housing preservation, and building the organizational capacity of CHDO partners.

LISC NYC discusses program accomplishments regularly through quarterly meetings with our Local Advisory Committee (LAC) and CDC Council. The LAC is comprised of New York City's business, civic, and community leaders that provide programmatic and financial leadership by contributing to the formulation of policies and protocols, overseeing the distribution of loans and grant awards, facilitating introductions to new funding sources, guiding the creation of new programs, and acting as LISC NYC's ambassadors to the larger community.

LISC NYC's CDC Council, all of whom are CHDOs, functions as an advisory committee that consists of Executive Directors of New York City's leading community development organizations. CDC Council meetings serve as opportunities to hear the voice of the community development industry, first hand, to address industry-wide problems, strategize on policy and advocacy issues, and review LISC NYC's program operations.

Trainings Targeted to Local Needs: Addressing the specific challenges local CHDOs are facing, LISC delivers in-person trainings for CHDOs to build their capacity to be successful developers of HOME housing. Recent trainings include:

- "Refinancing Section 202: Elderly Housing, Section 8 and Section 236 Housing" focused on the preservation and rehabilitation of senior housing using the City of New York's Housing Development Corporation (HDC) tax-exempt bonds with Low-Income Housing Tax Credits. Fifteen staff from nine CHDOs attended, as well as representatives from NYC HDC, HUD, several banks, and other industry partners.
- "Green Roofing: Benefits, Opportunities and Funding" helped bring awareness of green roofing technology to our partner organizations. This training drew a diverse audience of 44 local leaders, including 10 CHDO staff and building managers. Participants were able to learn about the technical components of green roofing, sources of funding for its construction and "green collar" jobs.
- "How to Negotiate the Acquisitions of Private Sites" helped provide existing and potential CHDOs with information on acquisition techniques and how to overcome common challenges in this highly competitive real estate market including more information about helpful tools such as the NY Acquisition Loan Fund.

Reaching a Broad Audience through E-Learning: LISC delivers Experts Online sessions, which are free, interactive forums for practitioners across the country. While CHDOs often cannot send their entire staff to in-person training, they can more easily participate in these sessions from the convenience of their desks – asking questions and sharing information. Further, these sessions are archived so they are available anytime for download or in streaming format, for a return on investment that keeps delivering over time. Some recent examples of E-learning include:

- STRENGTH MATTERS: Bringing together three national networks of nonprofit owner/developers in the affordable housing field (Housing Partnership Network, NeighborWorks America, and Stewards of Affordable Housing for the Future), LISC helped CHDOs understand transparent and consistent reporting to improve organizational performance and attract new capital. Participants discussed Financial Reporting Best Practice Papers developed by LISC's CFO Working Group.
- Green Retrofits for Affordable Multifamily Housing: Helping CHDOs capitalize on ARRA-supported "greening" resources for existing affordable multifamily housing, this webinar introduced participants to the process of building green goals into rehab plans; discussed new greening resources from HUD and other Federal agencies, and provided insights from HUD's Mark to Market Green Initiative. This Webinar coincided with the release of LISC's new guide Getting Started with Green Preservation: An Introduction to Issues and Resources for Greening Existing Affordable Housing, approved by HUD's Office of Affordable Housing Preservation.

Technology Solutions: LISC is at the forefront in using of technology to efficiently increase accessibility to our information resources for HUD, CHDOs and CHDO TA providers. Some examples include:

- CommunityCollab: LISC and the MacArthur Foundation supported the creation of this free new web-based initiative <http://www.communitycollab.org> to connect community revitalization practitioners, allowing them to develop new professional relationships and share knowledge. With 465 members in 86 cities, from 318 organizations, users can access categorized news feeds relevant to their work, join discussion groups around development topics, share resources and exchange strategies.
- Facebook: According to a February 2009 Compete.com survey, Facebook.com, with its 250 million active subscribers, is the most used free-access social networking website. Employing this technology with its own Facebook page, LISC reaches out to the next generation of community developers, empowering them with information resources – such as what’s new in affordable housing preservation - and provides formats for discussions of neighborhood concerns/strategies.
- YouTube: LISC’s Channel is an important tool for community development practitioners to share information and expertise in video format. For example, while much has been written about San Diego LISC’s NEIGHBORHOODS FIRST program (which supports affordable housing, retail development, family asset building, schools and education, and safety/health in Colina Park and Logan Heights neighborhoods), there is no comparison to watching the video to document the planning process in these 2 neighborhoods.
- Really Simple Syndication (RSS): LISC offers RSS Feed to update community development subscribers with featured stories, news items, press releases, events or new publications through Google Reader, MyYahoo, MyAOL or by email.

Leveraging Impact with Grant Resources

While not a rating factor, LISC would like to offer that one of the most effective methods to leverage the impact of TA information products – and prevent the duplication of resources – is a strong grant program. CHDOs are an integral part of the affordable housing delivery system that will preserve neighborhoods through this economic downturn – but they are suffering from decreased revenues and lack of credit. After building staff capacity to innovatively access and use HOME funds, CHDOs must have financial resources to support those experienced staff to remain in the organization and have impact over time. Likewise, they require resources to build their infrastructures, such as sophisticated financial accounting software which will allow them to develop FFATA and ARRA level reporting.

LISC has a mature grant program and will award government-funded grants to CHDOs for 2 CFR 230 allowable activities, and will award private grants for non-eligible but critical activities, such as fund-raising and financial audits.

RATING FACTOR 4: ACHIEVING RESULTS AND PROGRAM EVALUATION

4.0 Overview of plan to achieve results/outcomes under this program

HUD Priorities and CHDO TA Outcomes
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Priority	Outcome
Improve HOME program production/performance	<ul style="list-style-type: none"> ✓ Conduct targeted assessments and develop action plans for at least 21 CHDOs. ✓ Conduct 5 organizational development trainings. ✓ Provide one-on-one direct TA for at least 15 CHDOs.
Capacity Building to develop/manage HOME housing including Greening	<ul style="list-style-type: none"> ✓ Preserve and green 750 units of affordable housing.

Throughout this proposal, LISC NYC has detailed its experience, key management team, and proposed plan to deliver CHDO TA. To build the capacity of CHDOs to develop and maintain HOME units over time, LISC NYC will provide intensive technical assistance to CHDOs, including customized training that enhances staff skills for preventing loss of assets, responding to need and recovering from the financial crisis. LISC NYC proposes to develop targeted assessments and action plans for 21 CHDOs, organize five group trainings covering the implementation of the weatherization process and training of CHDOs maintenance staff, and provide direct one-on-one technical assistance to at least fifteen CHDOs. LISC NYC plans to preserve and green 750 units of affordable housing throughout New York City reaching the end of their Year 15 Low-Income Housing Tax Credit compliance period.

Through the First Responder Initiative, LISC NYC will help preserve vital community assets, particularly affordable housing in low-income neighborhoods, and ensure that CHDOs possess established organizational systems and more sustainable business plans. LISC plans to measure these outcomes throughout the course of the award through the following short and long term indicators:

1. Identified strengths and weaknesses (evaluated CHDO business model)
2. Implemented strategies to reduce expenses
3. Modified budget to reflect current conditions
4. Prioritized community programs
5. Increased board engagement in fundraising and asset management oversight
6. Restructured organization/staff
7. CHDO maintains its portfolio
8. Diversified board membership (residents, skillset)
9. Increased board giving
10. Diversified funding
11. Succession planning
12. Bringing new talent to the field
13. Preserved and protected at risk properties
14. CHDO have healthy balance sheets and are more competitive for funding
15. CHDO have a relevant and adaptive business model

Through our Green Initiative, LISC plans to measure these outcomes throughout the course of the award through three methods of monitoring:

1. Semi-weekly project tracking meetings where staff review project milestones against projections. This is the place where problems are discussed and actions are initiated as required to keep each project on track.
2. A database is used to track loan activity by project. The database provides real-time information on the status of loan activity. This data is summarized on an annual production report and is always available.
3. Daily staff interaction with CHDOs, including phone calls and e-mails. Staff regularly conduct on-site meetings with CHDOs to discuss development activities.

Our staff work directly with CHDOs on the development of projects, providing technical assistance from start to finish, including coordination with HPD. In essence, LISC NYC staff will continue to serve as development advisors to the CHDOs on a daily basis, providing their staff and development team with expertise and direction. LISC NYC and CHDO staff will work together to monitor the pipeline and progress of each project.

The majority of the CDCs that are participating in these housing initiatives have already received their CHDO certification. This program, aimed at increasing their capacity in housing development, will improve the CHDOs ability to increase the scale of their Green affordable housing production with HOME and other financing.

LISC administers other significant HUD awards and thus has strong familiarity with the Logic Model. LISC confirms that, if awarded, it will report as required in this format.

STATEMENT WHETHER LISC QUALIFIES AS A SINGLE STATE PROVIDER

LISC does not qualify as a single-state provider under the Cranston-Gonzales Affordable Housing Act.

You are our Client!

Grant Applicant Survey

U.S. Department of Housing
And Urban Development
Office of Departmental Grants
Management and Oversight

OMB No. 2535-0116 (exp. 2/29/2012)

The information collection requirements contained in this document have been approved by the Office of Management and Budget (OMB) under the Paperwork Reduction Act of 1995 (44U.S.C. 3501-3520). This agency may not collect this information, and you are not required to complete this form, unless it displays a currently valid OMB control number. Public reporting burden for this collection is estimated to average 30 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. **All information collection contained in this Survey is optional.**

The Department of Housing and Urban Development is trying to provide a more user friendly, customer driven funding process. Please let us have your comments and recommendations for improvements to the Notice of Funding Availability Application and forms and/or the Electronic Grant Application Outreach process. You can complete and submit this survey and attach it to your electronic application or you mail directly to: Department of Housing and Urban Development, 451 7th Street, SW – Room 3156, Washington, DC 20410.

Instructions. Listed below are several questions regarding outreach conducted by the Federal Government to prepare organizations for the Grants.gov registration process, the retrieval of funding opportunities, and submission of electronic applications. The grading scale below provides options from extremely helpful to not applicable. In the box provided, grade the government on its outreach efforts from O=None thru G=Not applicable to my needs. Section seven provides space for you to make SUGGESTIONS FOR IMPROVEMENT, please identify the section you are commenting on. Field level help is available by click on the **F1** key.

O= None **A** = Extremely helpful **B** = Somewhat helpful **C** = Helpful **D** = Not very helpful
F = Not helpful **G** = Not applicable to my needs

Section 1 – Electronic Grant Application Outreach

Provide details about the type of information you received from HUD about Grants.gov as indicated below.

1. The brochure(s)/guide(s) (insert title(s)): N/A	Grade: O=None
2. Title of the workshop(s) /conference(s)/meeting(s)/training/forum(s) N/A	Date attended: Grade: O=None
3. Title(s) of satellite broadcast(s): N/A	Date(s): Grade: O=None
4. Did you receive information from the Agency Call Center? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, please provide the date(s) and rate the quality of assistance received.	Date(s): Grade: O=None
5. Did you receive information from the Grant.gov Contact Center? ? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, please provide the date(s) and rate the quality of assistance received.	Date(s): Grade: O=None
6. How could we improve our communications to you and others like you (please explain)? Communications via email were excellent; funding agency did not use grants.gov due to system volume issues.	

Section 2 – Electronic Grant Application Registration Process

- Did you find the Grants.gov website information on registration clearer and easier to understand than last year? ☒ Yes ☐ No
- Do you have access to IBM compatible software? ☒ Yes ☐ No
- Do you have Internet access within your office or division? ☒ Yes ☐ No

If **no**, to question 3, please answer the following questions. Is the access within:

- Within your organization? ☒ Yes ☐ No
- Available in your building? ☒ Yes ☐ No

- c. Available at home? ☒ Yes ☐ No
- d. Available within 1 mile of where you work? ☒ Yes ☐ No
- e. Available within 5 miles of where you work? ☒ Yes ☐ No
- f. Available more than 5 miles of where you work? ☒ Yes ☐ No
4. Do you have problems with Internet access due to any of the following?
- Cost? ☐ Yes ☒ No
- Reliability? ☐ Yes ☒ No
- Office access rights? ☐ Yes ☒ No
- Poor quality reception? ☐ Yes ☒ No

Section 3 – Funding Opportunities

Please provide CFDA Number for funding opportunity are you commenting on.	Insert CFDA numeral: 14.252
1. Did you find the Submission Checklist helpful?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Were the Funding Opportunity instructions clearer and easier to follow than last year?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Were the Program specific funding opportunity instructions clearer and easier to follow than last year?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
4. Did you find sections of the funding opportunity duplicative?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
5. If yes, to any of the questions above, identify the section(s) and areas for streamlining the redundant information. The application was clear.	

Section 4 – Finding Grant Opportunities

1. Was it easier to find the Finding Opportunities on-line through Grants.gov than previous methods?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
2. Based on previous years, how easy was it to find grants in the	Choose from dropdown
a. Federal Register	A lot easier
b. Trade journals	None
c. Agency websites	A lot easier
3. How could finding grant opportunities be improved (please explain)?	

Section 5 – Applying for Grant Opportunities

1. How many people were involved in completing the application submission?	Number: 19
2. Did you find the electronic application useful for dissemination purposes?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
3. Did the same individual who downloaded the grant application submit the application?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
4. Did you know where to look for instructions for completing and submitting the application?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
5. At what point in the process did you download and read the Application Instructions?	O-Not applicable
6. What Section of the Electronic Application Desktop Guide were most useful? <u>N/A</u>	
7. How could the Electronic Application Desktop Guide be improved (please explain)? <u>N/A</u>	

8. Did you find the Submission Tips helpful?	Grade O-None
9. Did you find the NOFA Application Submission Checklist helpful?	Grade O-None
10. Did you know how to use the attachment form in the application package?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Do not know
11. Did you have a problem saving your application?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Do not know

Section 6 – Applicant Information

Organization Legal Name
Local Initiatives Support Corporation

Address

501 7th Avenue, 7th floor

City

New York

State

NY

Zip Code

10018

Telephone Number: (including area code)

212-455-9353

Contact Name:

Margaret Slane

Email Address

mslane@lisc.org

Section 7 – Suggestions

For improving the Electronic Grant process, please specify below. Please identify the section you are commenting on.

N/A

STATEMENT REGARDING PASS-THROUGH FUNDS for CHDO TA

LISC will not use pass-through funds for new and existing CHDOs under the CHDO TA program through this local proposal.

Grant Application Detailed Budget Worksheet

(Exp. 03/31/2011)

Name and Address of Applicant: LISC New York City

501 7th Avenue, 7th Floor

New York, NY 10018

Public reporting burden for this collection of information is estimated to average 3 hours 12 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not collect this information, and you are not required to complete this form, unless it displays a currently valid OMB control number. Information collected will provide proposed budget data for multiple programs. HUD will use this information in the selection of applicants. Response to this request for information is required in order to receive the benefits to be derived. The information requested does not lend itself to confidentiality.

Category

Detailed Description of Budget (for full grant period)

	Estimated Hours	Rate per Hour	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
1. Personnel (Direct Labor)											
Position or Individual											
Managing Director	0	\$87.72	\$0	\$0							
Capacity Building Director	1,535	\$46.72	\$71,715	\$71,715							
Housing Director	700	\$60.80	\$42,555	\$42,555							
Director of Special Projects	0	\$44.99	\$0	\$0							
Community Development Officers X 5	2,900	\$41.67	\$120,843	\$120,843							
Community Development Associate	1,535	\$30.77	\$47,231	\$47,231							
			\$0								
			\$0								
			\$0								
Total Direct Labor Cost			\$282,344	\$282,344	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2. Fringe Benefits	Rate (%)	Base	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
Managing Director	30.00%	\$0	\$0	\$0							
Capacity Building Director	30.00%	\$71,715	\$21,515	\$21,515							
Housing Director	30.00%	\$42,555	\$12,767	\$12,767							
Director of Special Projects	30.00%	\$0	\$0	\$0							
Community Development Officers X 4	30.00%	\$120,843	\$36,253	\$36,253							
Community Development Associate	30.00%	\$47,231	\$14,169	\$14,169							
			\$0								
Total Fringe Benefits Cost			\$84,703	\$84,703	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3. Travel											
3a. Transportation - Local Private Vehicle	Mileage	Rate per Mile	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
Subtotal - Trans - Local Private Vehicle			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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Grant Application Detailed Budget Worksheet

Detailed Description of Budget

				HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
3b. Transportation - Airfare (show destination)	Trips	Fare	Estimated Cost								
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
Subtotal - Transportation - Airfare			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3c. Transportation - Other	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
Subtotal - Transportation - Other			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3d. Per Diem or Subsistence (indicate location)	Days	Rate per Day	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
Subtotal - Per Diem or Subsistence			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Travel Cost			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4. Equipment (Only items over \$5,000 Depreciated value)	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								
			\$0								
Total Equipment Cost			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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form HUD-424-CBW (2/2003)

Grant Application Detailed Budget Worksheet											
Detailed Description of Budget											
5. Supplies and Materials (Items under \$5,000 Depreciated Value)											
5a. Consumable Supplies	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								

			\$0								
			\$0								
			\$0								
			\$0								
Subtotal - Consumable Supplies			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5b. Non-Consumable Materials	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
Subtotal - Non-Consumable Materials			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Supplies and Materials Cost			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6. Consultants (Type)	Days	Rate per Day	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
Total Consultants Cost			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
7. Contracts and Sub-Grantees (List individually)	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
Total Subcontracts Cost			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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form HUD-424-CBW (2/2003)

Grant Application Detailed Budget Worksheet											
Detailed Description of Budget											
8. Construction Costs				HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
8a. Administrative and legal expenses	Quantity	Unit Cost	Estimated Cost								
			\$0								
			\$0								
			\$0								
			\$0								
Subtotal - Administrative and legal expenses			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8b. Land, structures, rights-of way, appraisal, etc	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income

			\$0										
			\$0										
			\$0										
			\$0										
Subtotal - Land, structures, rights-of way, ...			\$0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8c. Relocation expenses and payments	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income		
			\$0										
			\$0										
			\$0										
			\$0										
Subtotal - Relocation expenses and payments			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8d. Architectural and engineering fees	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income		
			\$0										
			\$0										
			\$0										
			\$0										
Subtotal - Architectural and engineering fees			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8e. Other architectural and engineering fees	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income		
			\$0										
			\$0										
			\$0										
			\$0										
Subtotal - Other architectural and engineering fees			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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Grant Application Detailed Budget Worksheet												
Detailed Description of Budget												
8f. Project inspection fees	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income	
			\$0									
			\$0									
			\$0									
Subtotal - Project inspection fees			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8g. Site work	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income	
			\$0									
			\$0									
			\$0									
Subtotal - Site work			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

8h. Demolition and removal	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								
Subtotal - Demolition and removal			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8i. Construction	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								
Subtotal - Construction			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8j. Equipment	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								
Subtotal - Equipment			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8k. Contingencies	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								
Subtotal - Contingencies			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8l. Miscellaneous	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								
Subtotal - Miscellaneous			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Construction Costs			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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form HUD-424-CBW (2/2003)

Grant Application Detailed Budget Worksheet											
Detailed Description of Budget											
9. Other Direct Costs	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
Item											
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								

			\$0										
			\$0										
			\$0										
			\$0										
			\$0										
			\$0										
Total Other Direct Costs			\$0										
Subtotal of Direct Costs			\$367,047										
10. Indirect Costs	Rate	Base	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income		
Type													
	22.60%	\$367,047	\$82,953	\$82,953									
Total Indirect Costs			\$82,953	\$82,953	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Estimated Costs (Subtotal Direct + Total Indirect)			\$450,000	\$450,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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Grant Application Detailed Budget Worksheet

Detailed Description of Budget			
Analysis of Total Estimated Costs		Estimated Cost	Percent of Total
1	Personnel (Direct Labor)	\$ 282,344	63%
2	Fringe Benefits	\$ 84,703	19%
3	Travel	\$ -	0%
4	Equipment	\$ -	0%
5	Supplies and Materials	\$ -	0%
6	Consultants	\$ -	0%
7	Contracts and Sub-Grants	\$ -	0%
8	Construction	\$ -	0%

9	Other Direct Costs	\$	-	0%
10	Indirect Costs	\$	82,953	18%
	Total:	\$	450,000	100%
	HUD Share:	\$	450,000	
	Match: (as percentage of HUD Share)	\$	-	0%

form HUD-424-CBW (2/2003)

Grant Application Detailed Budget Worksheet- Administrative Budget

(Exp. 03/31/2011)

Name and Address of Applicant: LISC New York City
501 7th Avenue, 7th Floor
New York, NY 10018

Public reporting burden for this collection of information is estimated to average 3 hours 12 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not collect this information, and you are not required to complete this form, unless it displays a currently valid OMB control number. Information collected will provide proposed budget data for multiple programs. HUD will use this information in the selection of applicants. Response to this request for information is required in order to receive the benefits to be derived. The information requested does not lend itself to confidentiality.

Category**Detailed Description of Budget (for full grant period)**

	Estimated Hours	Rate per Hour	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
1. Personnel (Direct Labor)											
Position or Individual											
Managing Director	0	\$87.72	\$0	\$0	\$0						
Capacity Building Director	440	\$46.64	\$20,522	\$20,522	\$0						
Housing Director	0	\$60.76	\$0	\$0	\$0						
Director of Special Projects	0	\$44.99	\$0	\$0	\$0						
Community Development Officers X 4	0	\$41.67	\$0	\$0	\$0						
Community Development Associate	440	\$30.77	\$13,539	\$13,539	\$0						
			\$0								
			\$0								
			\$0								
Total Direct Labor Cost			\$34,060	\$34,060	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2. Fringe Benefits				HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
	Rate (%)	Base	Estimated Cost								
Managing Director	30.00%	\$0	\$0	\$0	\$0						
Capacity Building Director	30.00%	\$20,522	\$6,156	\$6,156	\$0						
Housing Director	30.00%	\$0	\$0	\$0	\$0						
Director of Special Projects	30.00%	\$0	\$0	\$0	\$0						
Community Development Officers X 4	30.00%	\$0	\$0	\$0	\$0						
Community Development Associate	30.00%	\$13,539	\$4,062	\$4,062	\$0						
			\$0								
Total Fringe Benefits Cost			\$10,218	\$10,218	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3. Travel				HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
3a. Transportation - Local Private Vehicle											
	Mileage	Rate per Mile	Estimated Cost								
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
Subtotal - Trans - Local Private Vehicle			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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form HUD-424-CBW (2/2003)

Grant Application Detailed Budget Worksheet

Detailed Description of Budget											
3b. Transportation - Airfare (show destination)	Trips	Fare	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
Subtotal - Transportation - Airfare			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3c. Transportation - Other	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
Subtotal - Transportation - Other			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
3d. Per Diem or Subsistence (indicate location)	Days	Rate per Day	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
Subtotal - Per Diem or Subsistence			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Travel Cost			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4. Equipment (Only items over \$5,000 Depreciated value)	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								
			\$0								
Total Equipment Cost			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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form HUD-424-CBW (2/2003)

Grant Application Detailed Budget Worksheet											
Detailed Description of Budget											
5. Supplies and Materials (Items under \$5,000 Depreciated Value)											
5a. Consumable Supplies	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								

				\$0									
				\$0									
				\$0									
				\$0									
				\$0									
				\$0									
				\$0									
Subtotal - Consumable Supplies				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5b. Non-Consumable Materials	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income		
			\$0										
			\$0										
			\$0										
			\$0										
			\$0										
			\$0										
Subtotal - Non-Consumable Materials			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Supplies and Materials Cost			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
6. Consultants (Type)	Days	Rate per Day	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income		
			\$0										
			\$0										
			\$0										
			\$0										
			\$0										
			\$0										
Total Consultants Cost			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
7. Contracts and Sub-Grantees (List individually)	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income		
			\$0										
			\$0										
			\$0										
			\$0										
			\$0										
			\$0										
Total Subcontracts Cost			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

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form HUD-424-CBW (2/2003)

Grant Application Detailed Budget Worksheet											
Detailed Description of Budget											
8. Construction Costs											
8a. Administrative and legal expenses	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
Subtotal - Administrative and legal expenses			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

8b. Land, structures, rights-of way, appraisal, etc	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								
			\$0								
Subtotal - Land, structures, rights-of way, ...			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8c. Relocation expenses and payments	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
Subtotal - Relocation expenses and payments			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8d. Architectural and engineering fees	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
Subtotal - Architectural and engineering fees			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8e. Other architectural and engineering fees	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								
			\$0								
			\$0								
Subtotal - Other architectural and engineering fees			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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form HUD-424-CBW (2/2003)

Grant Application Detailed Budget Worksheet											
Detailed Description of Budget											
8f. Project inspection fees	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								
			\$0								
Subtotal - Project inspection fees			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8g. Site work	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income
			\$0								
			\$0								

			\$0										
Subtotal - Site work			\$0		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8h. Demolition and removal	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income		
			\$0										
			\$0										
Subtotal - Demolition and removal			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8i. Construction	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income		
			\$0										
			\$0										
Subtotal - Construction			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8j. Equipment	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income		
			\$0										
			\$0										
			\$0										
Subtotal - Equipment			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8k. Contingencies	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income		
			\$0										
			\$0										
Subtotal - Contingencies			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
8l. Miscellaneous	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income		
			\$0										
			\$0										
Subtotal - Miscellaneous			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Construction Costs			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

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Grant Application Detailed Budget Worksheet												
Detailed Description of Budget												
9. Other Direct Costs	Quantity	Unit Cost	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share	State Share	Local/Tribal Share	Other	Program Income	
Item												
			\$0									
			\$0									
			\$0									
			\$0									

			\$0					
			\$0					
			\$0					
			\$0					
			\$0					
			\$0					
			\$0					
			\$0					
			\$0					
Total Other Direct Costs			\$0	\$0	\$0	\$0	\$0	\$0
Subtotal of Direct Costs			\$44,279	\$44,279	\$0	\$0	\$0	\$0
10. Indirect Costs	Type	Rate	Base	Estimated Cost	HUD Share	Applicant Match	Other HUD Funds	Other Federal Share
		22.60%	\$44,278.52	\$10,007	\$10,007			
Total Indirect Costs				\$10,007	\$10,007	\$0	\$0	\$0
Total Estimated Costs (Subtotal Direct + Total Indirect)				\$54,285	\$54,285	\$0	\$0	\$0

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Grant Application Detailed Budget Worksheet

Detailed Description of Budget

Detailed Description of Budget			
Analysis of Total Estimated Costs		Estimated Cost	Percent of Total
1	Personnel (Direct Labor)	\$ 34,060	63%
2	Fringe Benefits	\$ 10,218	19%
3	Travel	\$ -	0%
4	Equipment	\$ -	0%
5	Supplies and Materials	\$ -	0%

6	Consultants	\$	-	0%
7	Contracts and Sub-Grants	\$	-	0%
8	Construction	\$	-	0%
9	Other Direct Costs	\$	-	0%
10	Indirect Costs	\$	10,007	18%
	Total:	\$	54,285	100%
	HUD Share:	\$	54,285	
	Match: (as percentage of HUD Share)	\$	-	0%

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